

Transforming Education

Regional Education Office Transformation: A Call to Action
National Conference on Education

Windhoek

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Why Regional Office Transformation?

- Regional Directorates are the face of the MoEAC for schools and the public
- Many issues raised during the regional consultations and in the 2011 National Conference on Education talk to the Regional Directorates not operating optimally
- Get the regional office working well and schools will work better and be more accountable avoiding much of the cost of system, school, teacher and learner failure

Stating the Problem

- Weak or poorly managed regions allow schools to be weak
- Regional education offices are often typified by silos and are too complex with a multiplicity of sections
- Regions often have confused and duplicated lines of communication
- Many key posts are vacant impacting on delivery
- Too little time is spent by frontline officers in school: too much time is spent crisis managing
- Regions look up waiting for instructions not looking down providing services
- Planning is not respected, so just done for compliance
- Lack of delivery on planned activities leads schools to work in spite of the regional office – this is dangerous
- There is no national policy on how regions should work, clarifying their roles and responsibilities
- The result is frustration, low quality delivery and wasted time

Basis for Transformation

- Effective regional offices allow schools to be effective
- Regions are the key to effective delivery of services and support to schools
- Regions are the 'fulcrum around which education change and improvement pivot' (Prew 2005)
- Region education managers say they would welcome change
- There are 14 regions and thousands of schools: it is simpler and cheaper to change the regional offices than the schools
- Once the regional office is working effectively, schools can be more effective
- Schools require and deserve effective regional education offices

What would transforming Regional Education Offices Entail?

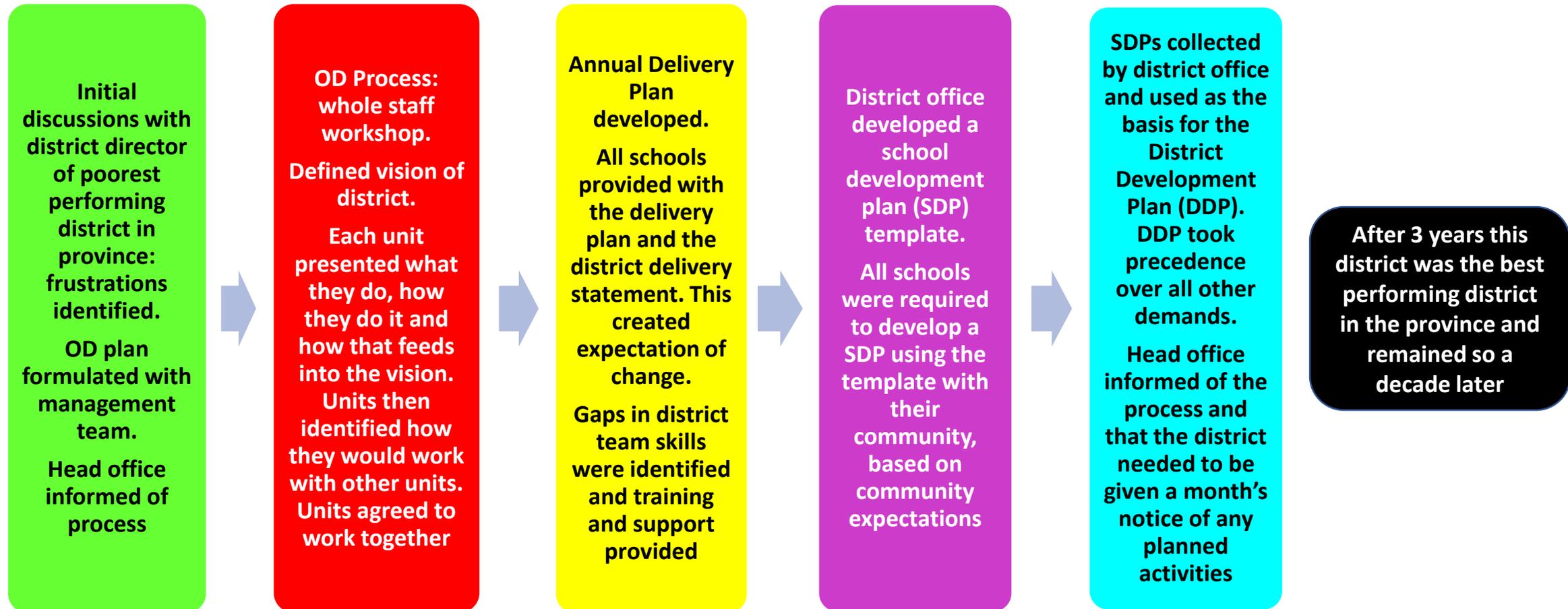
Organisational Development is the alignment of financial and human resources to the objectives and priorities of the organisation:

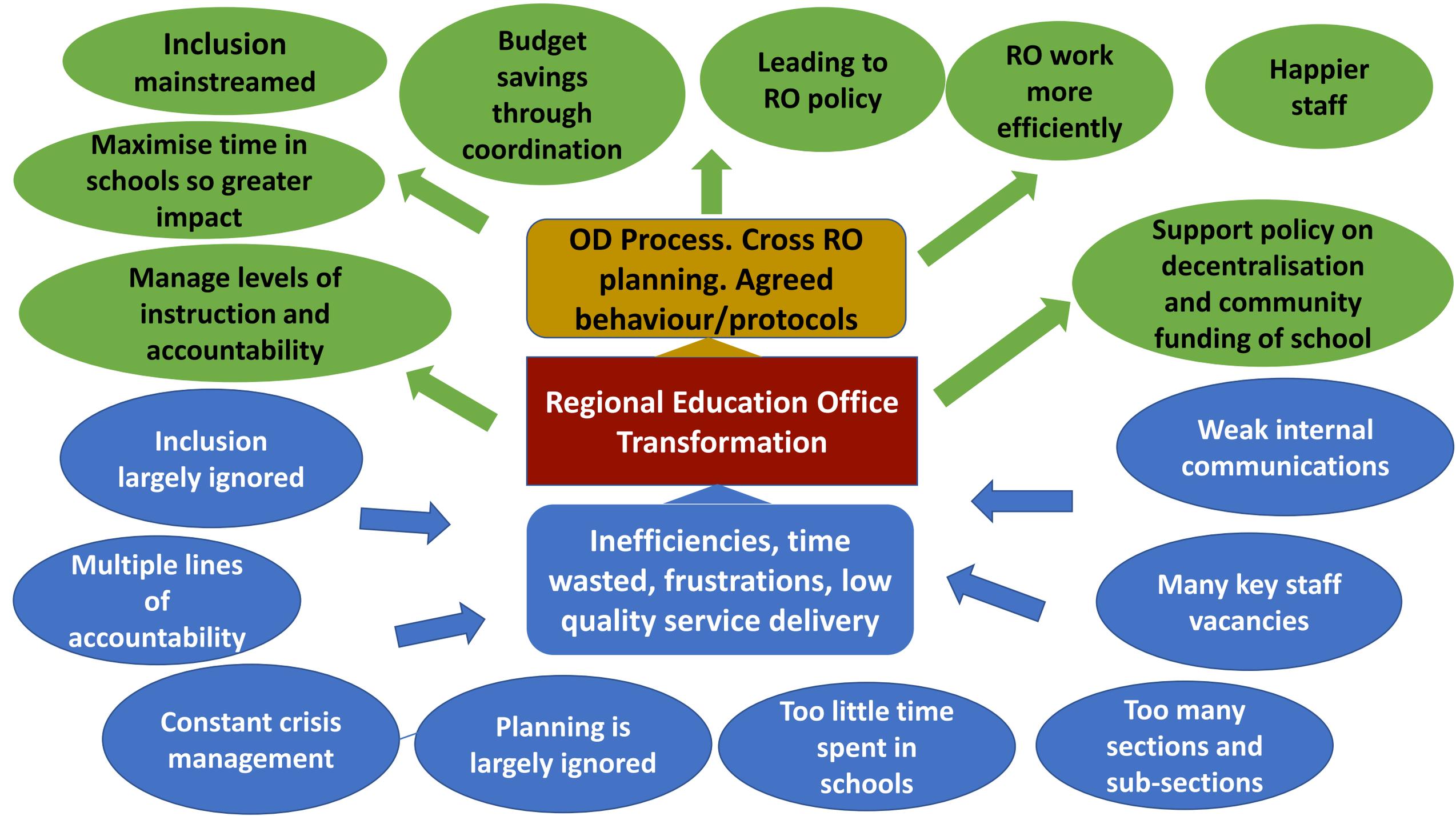
- Regional Directorates guided through an OD process which amongst others deals with multiple lines of accountability and moving towards the national policy of decentralisation
- Regional Directorates structures reviewed to increase efficiency and impact
- Regional Directorates' planning respected particularly in relation to school support
- Regional Directorates capacitated to co-ordinate, support and implement teacher induction and CPD more effectively

RESULT: Regional ownership, greater efficiencies, happier more productive officers, and cost saving

What would Regional Office Transformation Look Like?

Soshanguve District Development





Way Forward

- Clear process documented and shared
- Visible commitment to process by political and bureaucratic leadership of the Ministry
- Identification of a regional education office for a pilot
 - Accessible
 - Low on national ranking
 - Had past experience of success
 - Leadership committed and prepared to change
- Space created for process to unfold
- Internal or external facilitator works with ALL regional staff
- Head office allows process to unfold organically
- Journey is monitored and observed by other regional managers
- If successful, process is replicated in other regional education offices